

~~SECRET~~

OFFICE OF LOGISTICS FIVE-YEAR PLAN

FY 1987-1991

~~SECRET~~

## OFFICE OF LOGISTICS FIVE-YEAR PLAN

FY 1987-1991

Page

I.	Introduction	1
II.	Goals	2
III.	Assumptions	3
IV.	Action Plan	?
V. <del>SW</del>	FY-87 objectives <del>and major studies</del>	<del>5</del> ?
<del>VII.</del>	<del>Initiatives</del>	<del>10</del> ?
<del>VIII.</del>	<del>Resource Implications</del>	<del>11</del> ?
VI.	FY87 Projects	?
VII.	FY87 Studies	?
VIII.	ESTABLISHED INITIATIVES	?
IX.	EXTERNALLY APPROVED INITIATIVES	?
X.	PROPOSED INITIATIVES	?
XI.	RESOURCE IMPLICATIONS	
XII.	MILESTONE CHARTS FOR FY-87 DIRECTORATE LEVEL OBJECTIVES	

ILLEGIB

~~SECRET~~

OFFICE OF LOGISTICS FIVE-YEAR PLAN

*The Office of Logistics*

FY 1987-1991

I. Introduction.

(OL) is a service organization. OL supports Agency activities worldwide by acquiring, storing, shipping, and disposing of material, using both commercial and Government services; negotiating and administering contracts with commercial organizations and agreements with other government agencies for the supply of goods and nonpersonal services to meet both domestic and overseas requirements; operating a facility capable of producing high quality printing and photographic products, particularly for the intelligence producing elements of the Agency and other intelligence/foreign affairs agencies; operating a motor pool serving the entire Headquarters area; providing mail and courier services capable of handling and protecting highly sensitive materials of all classifications; maintaining and managing copiers used throughout the Agency; and supervising the acquisition, construction, renovation, maintenance, operation and disposal of real property. OL also provides logistics support to selected elements of the Intelligence Community. [REDACTED]

During the next five years, OL will be faced with the continuing challenge of meeting ever-increasing demands with the same or limited increases in resources. The effects of these limited resources must be offset by increased productivity, which can be achieved only through the aggressive and efficient use of dynamic and creative management skills, innovative procedures, automated systems, and cross-training and ongoing motivation of our personnel. [REDACTED]

The purpose of this plan is to assign OL's organizational priorities, ensure that emphasis is placed on those activities where it is most needed, and direct our resources for the years 1987-91 in such a manner as to increase OL's productivity while strengthening our service orientation and our responsiveness to the many users of OL support. [REDACTED]

~~SECRET~~

## OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

II. Goals. Responsiveness is the common goal that crosses all OL division/staff lines and unites every OL component. It is the focus toward which every OL activity is aimed. Due to their diverse nature, however, OL divisions and staffs must establish both common and ~~differing~~ subordinate goals, as those goals become more specific and detailed. Goals of joint concern include the following:

A. Personnel.

1. Provide an effective personnel management system which promotes career development for the employee, is responsive to the changing needs of the Agency, and ensures that OL is competitive with private industry, *the Federal work force, and other agency components.*
2. Recruit, train, and maintain a skilled, highly motivated work force, equipped with the tools necessary to fulfill mission requirements. *multi-*
3. Emphasize teamwork, integrity, responsible and reasoned risk-taking, and security consciousness to promote and maintain a sense of pride in self and mission.
4. Maintain a comfortable, safe work environment that fosters maximum productivity for every OL employee; and promote a management philosophy that provides OL members with opportunities to utilize their abilities to the maximum extent, to develop both individually and as members of the overall logistics team through training, cross-training, and career development, to attain full potential, and to be recognized and rewarded for their performance.
5. Strive to select our managers from those who exemplify standards of excellence and are role models for their subordinates based on their qualifications, personal standards, and job performance.

B. Service. Provide high-quality service in a timely, efficient, professional, and courteous manner; encourage innovative, imaginative approaches to task performance, decision-making, and problem-solving; and maintain or, where possible, improve responsiveness through better planning, earlier and more thorough coordination, enhanced teamwork, high employee morale and motivation, and heightened productivity at all levels.

C. Use of resources. Maximize the effective use of current resources and upgrade/expand capital resources so as to ensure that intelligence products are provided and support rendered in the most timely and efficient manner possible.

D. Cost efficiencies and productivity. Exploit the potential for increased cost efficiencies, productivity, and responsiveness by maximizing the use of automated systems, delegating authority and responsibility to the most appropriate levels, encouraging the participation of OL employees in decision-making processes, and adopting appropriate cost-saving, efficiency-enhancing programs undertaken by other government entities and private industry.

## OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

25X1  
25X1 E. Work environment. Strive to improve the working environment of all Agency personnel while recognizing our responsibility to use space and facilities effectively and efficiently. Give special attention to providing a clean, safe and comfortable workplace and minimizing the disruption to personnel and operations during the construction and occupancy of the New Headquarters Building,  *new* and the old Headquarters Building  *modifications*

25X1 F. Planning. Enhance general efficiency and responsiveness by earlier planning for both customer requirements and staff/division needs; continue to emphasize disaster and emergency planning; and develop procedures for maintaining essential logistics support under adverse conditions.

III. Assumptions.A. Requirements.

1. During the next five years, Agency resources ~~will~~ *are expected to* stabilize. This stability in the resource base will translate into fewer new *anticipated* initiatives as a greater percentage of total resources are devoted to support requirements. Yet, rapid response will be even more critical than in the past because of terrorist activities, covert operations, paramilitary programs, targets of opportunity, and unanticipated and dynamically changing demands for support services.

2. Requirements for processing, storing, and transporting materiel *are expected to* ~~will continue~~ to increase, with routine needs to be met, plus support to operational programs, CRAFT,  and moves into the New HQ Bldg (NHB) and the . Those requirements will bring concomitant demands for additional space and personnel, and the need for automated packaging systems and mechanized storekeeping equipment.

25X1 3. Automated systems must be fully and efficiently utilized to *receive and process customer requirements;* track customer requests, inventory stocks  and materiel movements; provide the status of various work projects; control space configurations; and perform a multitude of other functions that support logistics activities. *←* To obtain the optimum use of these systems, OL must develop greater expertise in ADP. This can be accomplished by retraining selected personnel in OL disciplines, recruiting people with the requisite skills, and/or obtaining personnel on rotational assignments from the Office of Information Technology.

25X1 B. Financial resources. Current prospects for the logistics budget indicate that its growth will not be proportionate to the growth in demand for goods and services. OL can anticipate little if any resource augmentation from new initiatives for FY 87 other than the Standard Support Requirements (SSRs). However, an additional \$  million will be required in FY 88 to maintain existing capabilities and support functions.

3

SECRET

*Also, OL must improve computer literacy and understanding for all it's people.*

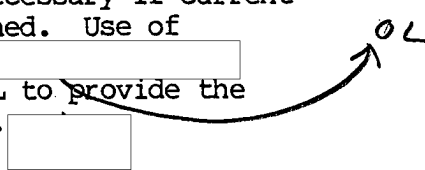
OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

C. Personnel resources.

25X1 1. Attrition through retirements <sup>is expected to</sup> will increase during the next few years; and it will be difficult and challenging to acquire and retain professional, secretarial, and technical personnel. The importance of succession planning will become even more critical, as will adequate preparation of middle managers through training, cross-training and rotational assignments and the updating of skills training for technical personnel. [ ]

25X1 2. Growing support requirements, together with continued emphasis on decentralized logistics functions, will necessitate that a pool of talent be maintained from which to provide the mix of OL personnel to meet customer requirements. <sup>are expected to</sup> Providing this pool will require ongoing recruiting and training efforts. [ ]

25X1 3. The personnel ceiling will remain relatively stable in FY 87; however, additional positions will be required in FY 88, 89 and 90. The types of OL positions, distribution of skills within OL, and training criteria for OL personnel will need to be realigned. These changes will be necessary to enable OL to provide maximum responsiveness to unique worldwide Agency logistical support requirements, particularly in procurement and real-estate and construction activities and in central supply services [ ]

25X1 4. As the numbers of support personnel in the field <sup>are expected to</sup> either stabilize or decrease over the next five years, logistics personnel will be proportionally adjusted. The continuing threats from a hostile overseas environment will make the assignment of personnel overseas difficult, and even greater use of extended TDY assignments will be necessary if current responsiveness and levels of support are to be maintained. Use of special teams [ ]  
25X1 [ ] will be even more critical in order to enable OL to provide the  
25X1 skills needed on a priority basis throughout the world. [ ] 

D. Space and facilities management.

25X1 1. With increased materiel requirements, changing work environments, and the spread of advanced technical and automated systems will come increased demands for space. These needs will be partially but not completely met by the New Headquarters Building and the [ ]  
25X1 [ ] Furthermore, the problems and high costs associated with maintaining aging utility systems in the Headquarters and other  
25X1 Agency buildings will continue to mount. [ ]

OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

25X1 2. The availability of the New Building and the renovated and  
 25X1 expanded powerhouse, [redacted]  
 25X1 [redacted] and the leasing of [redacted] together with  
 the more direct management and control of facilities operations, space,  
 and systems, will begin to have a beneficial impact. [redacted]

25X1 3. By 1989/90, the Agency's holdings will have been consolidated  
 25X1 into eight compounds, with leases relinquished or terminated for the  
 remaining Agency-occupied external buildings. [redacted]

25X1 4. Occupancy of the [redacted] New Headquarters  
 Building, and the resulting shifts in the Old Headquarters Building and  
 the remaining external buildings, will necessitate a carefully planned  
 and managed system of configuration management. A comprehensive,  
 integrated plan of support covering the spectrum of logistics activities  
 from contracting and design, to renovations, to furniture and equipment  
 acquisition and storage, to moving and property turn-ins, will be  
 critical if the subsequent moves are to be made smoothly and in a timely  
 and efficient manner. [redacted]

II IFGIB 25X1 E. Procurements. Pressure will mount to improve the Agency's  
 competitive procurements, in compliance with the Competition in Contracting  
 Act of 1984, and the percentage of contracts awarded to small businesses, as  
 well as to enhance industrial security of contractor personnel and  
 facilities. The latter will entail more frequent and/or more effective  
 security inspections. In addition, the numbers of cases brought before the  
 Agency Contract Review Board will increase, as dollar values of procurements  
 escalate over the next five years. And security concerns will make it  
 increasingly vital to establish a viable policy for identifying companies  
 under foreign ownership, control, or influence and for addressing the problems  
 related thereto. Implementation of the Coopers and Lybrand recommendations  
 will result in a restructuring of the procurement organization. [redacted]

25X1 F. Energy. The cost of services such as transportation and utilities,  
 which are energy-intensive, will continue to increase, thus requiring  
 continued conservation efforts and efficient management of energy resources. [redacted]

25X1 G. Antiterrorist [redacted]

25X1 1. Growing worldwide terrorism will make Agency intelligence  
 25X1 activities more crucial, and increased Agency activity to develop  
 countermeasure capabilities will call for additional quick response to  
 the logistics needs of our intelligence forces, [redacted]

~~SECRET~~

OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

I. Information handling/production.

1. Agency and Intelligence Community requirements for printing, photographic, and presentation graphics production support will continue to increase. New initiatives will be undertaken to improve both the quality and timeliness of information output production, and to enhance the security of the facilities, equipment, and end product.

2. Pressures will continue to reduce the voluminous amounts of paperwork and files and to develop efficient information-handling alternatives. The quality and efficiency of storage and retrieval systems for information handling will have to be improved.

3. Cost efficiencies for the production of information must be realized through automation and joint OIT/OL initiatives in consolidated output media facilities.



for FY-87 and FY-88

IV. ACTION PLAN

1. In July of 1986, the Director of Logistics initiated an OL Action Plan, taking direction from the DA Action Agenda. The two-year OL Action Plan was concurred in by the DDA and has been used as a guide for development of all the objectives, projects, studies and initiatives defined in this Five Year Plan. The OL Action Plan divides OL efforts into the following categories:

GROUP A - Critical

GROUP B - Essential

GROUP C - Important

2. The operational activities included in Group A frequently involve life and death and are in alignment with the Agency's overall priorities. The finest logistics efforts are required for the successful achievement of these objectives

3. Within Group B are those activities wherein logistical support is essential but the significance of these activities is clearly several degrees less than those within Group A. The following are highlights of essential Group B objectives which OL will pursue during FY-87 and FY-88:

25X1

25X1

c. facility management activities involving the consolidation of Agency holdings by 1989/90 to [redacted] compounds ~~as established in 1989/90~~

d. the New Building construction project ~~in~~

e. the successful execution of the Integrated Logistics Support Plan covering the smooth transition into the Headquarters compound ~~area~~

25X1

4. Group C encompasses objectives that pertain to sustaining and improving essential OL mission capabilities. While these activities are important, they are clearly less significant than the critical activities in Group A and the essential activities in Group B. These objectives are less time critical, and OL resources devoted to them can be adjusted with respect to both time and allocations.

The following are highlights of important Group C objectives which OL will pursue during FY-87 and FY-88:

- a. the implementation of the Coopers and Lybrand Report
- b. the review and revamping of ADP support within OL
- c. CLAS
- d. strengthening relationships with GSA and the Focal Point systems
- e. clarifying FOCI

25X1

5. Of paramount importance to OL is an emphasis on developing employees to meet these challenges. With respect to personnel management, OL will continue to implement a Logistics Career Board and the rotating evaluation/promotion panel system. Information collected from a comprehensive review of all OL training programs will be used to improve training efforts. OL will pursue participation in the CT program with both internal and external candidates. The Supply Officer and Contract Officer Internal Training Programs will be enhanced. To the extent that it is feasible, OL personnel will be cross-trained so that they will be skilled in more than one discipline. The OL [redacted] is an example of efforts in this regard. More cross-training is also being planned

25X1

25X1 with respect to WG employees at the [redacted] and in the Facilities Management Division (FMD). Further, OL will encourage rotational assignments of OL personnel in other components of the DA and beyond. [redacted]

6. OL also intends to sustain recognition of outstanding employees by initiating awards. The Director of Logistics has recognized a need for cohesive personnel management for the procurement work force. This is expected to be implemented in FY87.

25X1 Additionally, a plan will be established in FY87 for the career development of OL middle/senior managers of the future, both in terms of training and assignments. [redacted]

5

# V, ~~II~~ FY-87 objectives ~~being studied~~

A. Directorate level objectives for FY 87 are listed below. Milestone charts are contained ~~in~~ in pages    through   .

✓ 1. (FMD) Develop ~~comprehensive~~ comprehensive ILSP for the HQ Compound consolidation. ~~(Note: FMD has been directed to revise the title of this objective to specify implementation plans.)~~

✓ 2. (FMD) Backfill and upgrade the Old ~~HQ~~ <sup>Headquarters</sup> Building ~~(Note: title being revised)~~ (OHB)

✓ 3. (FMD) Expand HQ cafeteria in phases commensurate with population growth during HQ Compound consolidation. ~~(Title being revised)~~

✓ 4. (FMD) Expand ~~EDR~~ EDR concurrent with the growth in the HQ population. to meet New Population at Headquarters.

✓ 5. (FMD) Develop an automated O&M program for the OHB.

★ 6. ~~(PD) Establish new procurement charters for decentralized contracting teams.~~ (PMS) REVIEW OF CONTRACT TEAMS

✓ 7. (P&PD) Implement "computer-to-plate" concept of digital prepress system. ~~in a production environment.~~

25X1 8. (RECD) Establish

25X1 9. (SD) Establish procedures and means for transporting ~~Identify means to transport~~ all Agency controlled  (CRAFT, etc)

★ 10. ~~(PD) Restructure procurement organization to implement changes recommended by Coopers & Lybrand and accepted by Agency Management.~~ (PD) Implement remaining Coopers and Lybrand recommendations.

11. (P&TS) Maintain ongoing recruitment efforts to ensure "at ceiling" strength on 30 Sep 87.

IV, ~~IV~~ FY-87 objectives and major studies

A. Directorate level objectives for FY 87 are listed below. Milestone charts are contained ~~in~~ in pages \_ through \_.

1. (FMD) Develop a comprehensive ILSP for the HQ Compound consolidation. ~~(Note: FMD has been directed to revise the title of this objective to specify implementation plans.)~~

2. (FMD) Backfill and upgrade the Old HQ Building. ~~(Note: Title being revised.)~~

3. (FMD) Expand HQ cafeteria in phases commensurate with population growth during HQ Compound consolidation. ~~(Title being revised.)~~

4. (FMD) Expand the EDR concurrent with the growth in the HQ population.

5. (FMD) Develop an automated O&M program for the OHB.

6. (PD) Establish new procurement charters for decentralized contracting teams.

OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

7. (P&PD) Implement "computer-to-plate" concept of digital prepress *system*,  
~~in a production environment.~~

25X1 8. (RECD) Establish [redacted]

25X1 9. (SD) *Establish procedures and means for transporting*  
~~Identify means to securely transport~~ all Agency controlled [redacted] *(RAFT, etc.)*  
 equipment worldwide.

10. (PMS) Implement remaining Coopers and Lybrand recommendations.

11. (P&TS) Maintain ongoing recruitment efforts to ensure "at ceiling" strength on 30 Sep 87.

25X1 B. Office level objectives. Milestone charts for all FY-87 office level  
 objectives (listed below) are retained in the Information & Management Support  
 Staff, OL, [redacted]

25X1 1. (FMD) Provide cross-training opportunities for FMD wage-grade  
 personnel with other sister components (e.g., [redacted] SD).

2. (FMD) Review all FMD personnel training to ensure that FMD  
 employees have up-to-date skills training and provide refresher training  
 as required.

3. (FMD) Develop a core training program for personnel involved  
 with facilities management (joint w/SD and RECD) (w/study).

4. (FMD) Re-examine all procedures for doing business and requests  
 for services, with goal of streamlining same.

5. (FMD) Streamline disposal procedures in the HQ area (joint  
 w/SD).

6. (PD) Develop ways to cope with the shortage of clerical  
 personnel.

7. (PD) Reorganize PD, to include reassigning personnel to  
 decentralized teams and enhancing delegations of authority to  
 decentralized teams.

8. (PD) Establish a specific program for all PD personnel to visit  
 their customers to enhance customer relations.

9. (PD) *Determine how to contract for training*  
 10. (P&PD) Establish P&PD Quarterly, to keep personnel assigned to  
 P&PD informed of problems facing P&PD and accomplishments made.

11. (P&PD) Identify and implement enhancements to P&PD's current  
 secure printing system.



OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

- ✓ 12 ~~11~~. (P&PD) Establish quality-control mechanisms for printing, ~~and~~.
- 13 ~~12~~. (P&PD) Streamline bindery operations, ~~in P&PD by reconfiguring and acquiring state-of-the-art equipment.~~
- 14 ~~13~~. (P&PD) Establish <sup>ment of</sup> a Printing & Photography Advisory Group (PPAG).
- 15 ~~14~~. (P&PD) ~~Review all P&PD personnel training to ensure that P&PD employees have up-to-date skills training and provide refresher training as required.~~ *Identify Required Skills And Provide Refresher Training*
- 16 ~~15~~. (P&PD) Improve customer relations with and knowledge of P&PD.
- 17 ~~16~~. (RECD) Support decentralized components (office level).  
(Title to be clarified.)
- 18 ~~17~~. (RECD) Enhance communications w/decentralized components
- 25X1 19 ~~18~~. (RECD) Design and renovate first floor,
- 25X1 20 ~~19~~. (RECD) Develop program for expanded use of
- 21 ~~20~~. (RECD) Review all RECD personnel training to ensure that RECD employees have up-to-date skills training and provide refresher training as required.
- 22 ~~21~~. (RECD) Re-examine all procedures for doing business and requests for services, with goal of streamlining same.
- 23 ~~22~~. (SD) Examine all overseas positions for uniformity of grades in relationship to responsibilities.
- 24 ~~23~~. (SD) Improve the exchange of logistics information between SD and component logs officers and enhance SD span of control.
- 25 ~~24~~. (SD) Enhance the development of SD human resources, ~~(including review/updating of skills training)~~.
- 26 ~~25~~. (SD) Enhance the management of SD human resources.
- 27 ~~26~~. (SD) Review and upgrade technical training of every individual assigned to  SD.
- 
- 29 ~~28~~. (SD) Improve year-end Annual Dollar Value reporting procedures and the ADV Report.

OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

30 29. (SD) Identify next geographic area for certification of accountable officers and implement program in that area.

31 30. (SD) ~~Re-examine all procedures for providing customer services, streamline procedures/eliminate unnecessary paperwork to maximum extent possible~~ *Enhance customer services provided by Supply Division.*

32 31. (SD) Establish a new Regional Support Facility

33 32. (NBPO) Monitor and complete the road design for Rts. 123/193 and coordinate w/the State of VA the award of a construction contract.

34 33. (NBPO) Compile reference information to assist in writing a history of the New Building project.

35 34. (IMSS) Have CLAS Beta (test) site facility operational (IOC) by 30 Sep 87 (FOC by Oct 88).

36 35. (IMSS) Place an operational Foreign Computer System (FCS) in selected field sites.

37 36. (IMSS) Create a computer-based automated electronic 88 f/u/a/overseas sites.

38 37. (IMSS) Create universal Wang glossary for OL users.

39 38. (IMSS) Oversee scheduled reduction of OL paper file holdings in preparation for moves to the NHB (joint w/stfs and divs).

40 39. (IMSS) Eliminate/consolidate/revise all pre-1984 OL regulatory issuances (joint w/stfs and divs).

41 40. (IMSS) Implement barcode applications throughout OL (joint w/stfs and divs).

42 41. (PMS) Prepare Agency FAR Guide.

43 42. (PMS) Review contract teams.

~~43. (PMS) Determine how to contract for training. (switched from PMS to PD)~~

44. (PMS) Establish a program to enhance competition in contracting. "

45. (P&TS) Conduct Phase II of OL training review.

46. (P&TS) Revise Employee Handbook.

OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

47. (SS) Improve/strengthen the SS/OL Industrial Security Program.

48. (SS) Implement a revised FOCI program.

49. (SS) Institute/implement a security-awareness briefing program for OL.

VII. FY-87 studies.

1. (FMD) Career cognizance over facility management personnel (i.e., MLS or MLR).

2. (FMD) Contracting out Motor Pool services.

3. (RECD) Development of Engineer/Architect Assistant Program.

4. (SD) Recommended enhancements to ASAPS data base.

5. (IMSS) Feasibility of establishing an OL ADP training program.

← VI. FY-87 Projects.

~~FMD FY-87 projects -- all approved except (9) and (10). Add (11) and (12).~~

1. (FMD) ~~(11)~~ Upgrade postal-inspection capability.

2. (FMD) ~~(12)~~ Provide international courier support on an ad-hoc basis for the Agency's intelligence and administrative overseas requirements.

3. (FMD) ~~(13)~~ Develop a building standard for overhead lighting and ceiling configuration.

4. (FMD) ~~(14)~~ Open new North Dock and establish more efficient receiving procedures during South Dock construction.

5. (FMD) ~~(15)~~ Establish a Co-op Program w/the Culinary Institute of America.

6. (FMD) ~~(16)~~ Establish a HQ consolidation "moving team" cadre.

7. (FMD) ~~(17)~~ Complete MIS activities. This includes supply, project management modules, the new FDR, parking management, and revised

8. (FMD) ~~(18)~~ Develop improved carpool-arrangement system.

9. (FMD) ~~(19)~~ Reallocate HQ parking permits to conform to new parking-lot configuration and new visitor-parking area and to accommodate ride-sharing participants. I want to see the results of the contractor's study on parking before you undertake any reallocations.

~~SECRET~~

OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

~~10. (FMD) (321) Upgrade Motor Pool facilities. Disapproved as a project. Please prepare a study on contracting out Motor Pool services.~~

10. (FMD) (322) Expedite design capability. ~~Add as project.~~

11. (FMD) (323) Establish program for FMD/Opns oversight of after-hours operations. ~~Add as project.~~

~~PD FY-87 projects~~

~~12. (PD) (324) Determine how to contract for training. Should be a PMS objective.~~

~~13. (PD) (325) Determine whether our negotiated fees and profits are too high. Should be a PMS project.~~

~~14. (PD) (326) Conduct an educational program. Let the buyer beware. What are true commercial products and services? Should be a PMS project.~~

12. (PD) (327) Continue efforts to reduce contract-settlement backlog. ~~It is like you to set precise goals and carry this as a reportable project rather than as merely an ongoing task.~~

13. (PD) (328) Develop standardization of equipment and consolidate contracts where feasible. ~~Same comment as b(4).~~

~~P&PD FY-87 projects - all approved; one added~~

14. (P+PD) (329) Conduct baseline survey of printing and photography in terms of current capabilities and customer requirements.

15. (P+PD) (330) Improve P&PD's front-office environment.

16. (P+PD) (331) Establish a P&PD history database for equipment, supplies, and production.

17. (P+PD) (332) Provide electronic interfacing for computer graphics.

18. (P+PD) (333) Survey major printing and photography equipment to determine life expectancy by contrasting current capabilities w/technological developments.

~~SECRET~~

OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

19. (P+PD) ~~(P)~~ Establish photo morgue. Please add this as a project

~~REC'D~~ FY-87 projects.

20. (REC'D) ~~(P)~~ Establish standards and procedures to control repairs/alterations in external buildings. ~~You may carry this as a project if you wish, but since we will be giving up the external buildings, we should give it minimal effort.~~

21. (REC'D) ~~(P)~~ Strengthen relationship with GSA ~~and the Corps of Engineers~~

22. (REC'D) ~~(P)~~ Develop Engineer/Architect Assistant Program. ~~Include both preparation of study and implementation of the project.~~  
 ~~as the location.~~

~~SD~~ FY-87 projects.

~~23. (P) (P) Review effectiveness of CIB's operational security. Include as part of the objective identified in a(8) above rather than as a separate project.~~

23. (SD) ~~(P)~~ Expand/upgrade  SD facilities. ~~Approved.~~

24. (SD) ~~(P)~~ Enhance the ASAPS data base (joint w/IMSS). ~~First, please submit a study for my review concerning your recommendations for this project.~~

~~NBPO~~ FY-87 project

25. (NBPO) Develop plans and recommendations re NBPO's role in FY 87-88 (joint w/FMD).

~~PMS~~ FY-87 projects.

~~(PMS) (P) Publish informal bimonthly Procurement Newsletter. This is already underway. Continue with it, please, but not as a formal project.~~

26. (PMS) ~~(P)~~ Publish Procurement Handbook for the Layman. ~~Approved.~~

~~(PMS) (P) Administer FY-87 training plan. Disapproved as a formal project. This is part of your normal function.~~

SECRET

OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

27. (PMS) ~~SS~~ Determine whether our negotiated fees and profits are too high. ~~It should be a PMS rather than a PD project.~~
28. (PMS) ~~SS~~ Conduct an educational program "Let the buyer beware -- what are true 'commercial' products and services?" ~~Comment: same as b(4).~~
29. (PMS) ~~SS~~ Implement contractor-provided, in-house procurement training capability. ~~Please make this a PMS project, rather than an initiative, and absorb the costs as part of your training budget.~~  
~~SS FY 87 projects~~
30. (SS) ~~SS~~ Enhance SS/OL's presentation at OL orientation. ~~Please consider this a project or task rather than an objective.~~
- 
32. (SS) ~~SS~~ Improve present procedures for certifying security clearance/accesses to contractor facilities and/or other government agencies. ~~Approved.~~
33. (SS) ~~SS~~ Study/analyze additional statistical reporting requirements needed for SS/OL to function and respond more efficiently. ~~Approved.~~
34. (SS) ~~SS~~ Devise a relocation plan for the move to 1st floor  Bldg, to ensure uninterrupted service to contractors/Agency components. ~~Approved.~~  
~~B&FB FY 87 Projects.~~
35. (B+FB) ~~SS~~ Develop uniform standards for OL elements to use in monthly/quarterly budget-review process.
36. (B+FB) ~~SS~~ Enhance coordination among Finance Officers assigned to OL elements.

~~SECRET~~

OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

~~PPTS FY-87 projects~~

37. (P+TS) ~~128~~ Update/reorganize all OL/TO records.
38. (P+TS) ~~128~~ Input OL employee training records into the LETTS data base.

~~IMSS FY-87 projects/studies~~

39. (IMSS) ~~128~~ Plan for move of OL ADP equipment to NHB.
40. (IMSS) ~~128~~ Prepare a study on the feasibility of establishing an OL ADP training program.
41. (IMSS) ~~128~~ Oversee a review of OL forms. Revise/consolidate/cancel as needed.
42. (IMSS) ~~128~~ Track implementation of information-handling recommendations made by the OIS audit team.
43. (IMSS) ~~128~~ Examine channels and minimize number of categories for acquisitions/disposal of special-approval items (joint w/SD, FMD, PD, & PMS).
44. (IMSS) ~~128~~ Publicize limitations/benefits of the Claims Act to eliminate recurring problems.
45. (IMSS) ~~128~~ Following ongoing OL ADP review, implement approved OL/ADP recommendations.
46. (IMSS) ~~128~~ Study reorganization of OL and potential change of office name. ~~As discussed~~ (this is a project for the OD/L.)

25X1

VIII. ESTABLISHED INITIATIVES

The following are established initiatives that have been approved by Congress and funded:

Established Initiatives

A. FY-87 Ongoing Initiatives

1. (NBPO) New Headquarters Building Support
2. (IMSS) Commercial Logistics Applications System (CLAS)

IX. EXTERNALLY APPROVED INITIATIVES

The following are ~~new~~ initiatives that have been Agency approved and externally approved by the IC Staff and the OMB:

A. FY-88 New Initiatives

1. (OL) Logistics Position Shortfall
2. (OL) Standard Support Requirements 1988

B. FY-89 New Initiatives

1. (OL) Standard Support Requirements 1989
2. (PPD) Printing and Photocopying Plant Expansion



X PROPOSED INITIATIVES

The following are proposed initiatives that were presented at the OL Planning Conference in Fredericksburg in October of 1986. These have been approved by the Director of Logistics for submission to the DDA and Congress.

A. FY-89 Additional New Proposed Initiatives

1. (FMD) Scattergood - Thorne plan: \$1 million.

2. (PD) 25 new contract-officer positions (includes 8 positions for major upgrade of industrial security).

3. (P&PD) Secure printing (\$1 million ~~FY-89~~).

4. (SD) Equipment expansion/modernization at [ ] /SD: (\$1.5 million) ~~FY-89~~.

7. (SD) Warehousing facility [ ] (\$ ?).

8. (SD) Establish a new Regional Support Facility [ ] (\$ ?).

(5)

FY-89 1.2M

FY1990  
40K

FY1991  
45K

1992  
50K

1993  
55K

B. FY-90 New Proposed Initiatives

1. (P&PD) Desk-top publishing (\$500,000 - FY 90).

2. (P&PD) HQ Auditorium renovation (\$2.5 million - FY 90).

XI.

Resource Implications.

25X1 A. The most critical resource constraint is personnel staffing. Since  
25X1 OL is a support/service organization, OL's capabilities and growth must be  
keyed to the requirements and growth of our customers. Personnel increases  
are projected as a need in all OL components to enable us to remain responsive  
to the increasing requirements, particularly at the [redacted]

[redacted] and in Procurement Division and Real Estate and Construction Division [redacted]

25X1 B. Funding shortages are projected for the forthcoming period. To the  
extent that these shortages delay or otherwise affect capital improvements,  
the effectiveness and responsiveness of OL will be degraded proportionally. [redacted]

John M. Ray  
Director of Logistics

~~SECRET~~

OL FIVE-YEAR PLAN, FY 1987-1991 (cont'd)

Distribution:

C/FMD  
C/PD  
C/P&PD  
C/RECD  
C/SD  
C/NBPO  
C/B&FB  
C/IMSS  
C/PMS  
C/P&TS  
C/SS

~~SECRET~~

XII MILESTONE CHARTS FOR DIRECTORATE  
LEVEL OBJECTIVES

Attached are milestone charts for the FY-87 Directorate level objectives listed in section IV.A. of this Five Year Plan. Milestone charts for all FY-87 office level objectives listed in section IV.B. are retained in the Information & Management Support Staff, OL, [redacted]

25X1

25X1